

FORT DRUM



Installation Strategic Plan **Fiscal Years 2009-2033**

FORT DRUM - THE ARMY AND THE SOLDIER'S FIRST CHOICE

Reviewed and Updated: 2 June 09

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FORT DRUM HISTORY

The post's history dates back to 1907, when the NY National Guard established an encampment known as Camp Hughes on 800 acres of land on the Black River opposite Felts Mills.

In 1908, Brigadier General Frederick Dent Grant, son of General Ulysses S. Grant, arrived to train with 10,000 Soldiers on land leased from the Watertown Chamber of Commerce. He found the Pine Plains to be an ideal place to train troops, and the War Department purchased the land the following year. Pine Camp was established as a permanent National Guard training facility.

In 1935, the camp was in the national spotlight, as the largest peacetime maneuvers in our nation's history to that point were conducted here by the First U.S. Army. For almost two days, over 36,500 Soldiers from throughout the Northeast conducted tactical exercises judged to be so successful that the War Department purchased another 9,000 acres of land.

With the outbreak of World War II, Pine Camp was selected for a major expansion. An additional 75,000 acres of land was purchased. With the land purchase, 525 families were displaced and five entire villages were eliminated. In a period of 10 months, between 1941 and 1942, and at a cost of \$20 million, an entire complex of barracks, mess halls, storehouses, quarters, headquarters and recreational buildings, guardhouses and a hospital were constructed.

The 4th Armored Division was activated at Pine Camp in 1941 and joined the 45th Infantry Division, 5th Armored Division, and seven separate battalions training on the expanded Army post. During World War II, the post served as a prisoner of war camp. Of those prisoners who died while here, one Italian and six Germans remain buried in the Sheepfold Cemetery.

In 1951, Pine Camp was redesignated Camp Drum, in memory of Lieutenant General Hugh A. Drum, a commander of the First U.S. Army in the early days of World War II. The installation continued to host Reserve Component summer training and short-term Regular Army unit training, including mass tactical parachute drops by the 11th, 82nd, and 101st Airborne divisions. The 278th Regimental Combat team, a federalized Tennessee National Guard unit, was posted here from 1951 to 1953.

In 1974, the Army redesignated the installation "Fort" Drum, to reflect the post's year-round training mission, and a permanent garrison staff was assigned. The post was a summer training site for approximately 50,000 Active and Reserve Component Soldiers and an additional 20,000 on weekends throughout the year.

In 1984, the Army announced Fort Drum would be the new home of the 10th Light Infantry Division. The unit was activated in February 1985 and the unit was renamed the 10th Mountain Division (Light Infantry.)

By 1990, the installation was home to approximately 10,000 Soldiers and 15,000 family members. The construction of 130 new buildings, 35 miles of roads, and 4,272 units of family housing was completed at a cost of \$1.3 billion, making Fort Drum one of the most modern and attractive military installations in the world. Wheeler-Sack Army Airfield was later expanded to include a 10,000-foot main runway capable of supporting the largest military and civilian aircraft and a rapid deployment facility for efficient processing of passengers and cargo. The training range complex continues to evolve, providing a combination of virtual training facilities, outdoor, and live-fire ranges.

Since 1990, the 10th Mountain Division (Light Infantry) has deployed units to combat and peacekeeping operations in Somalia, Haiti, Bosnia, Kosovo, the Horn of Africa, Afghanistan and Iraq. Fort Drum has also been the mobilization and deployment site for almost 27,000 Soldiers in 985 Reserve Component units from throughout the U.S. in support of the Global War on Terror.

Today, Fort Drum is capable of rapidly deploying forces anywhere in the world. As the Army grows and transforms to address current and future requirements, the installation remains an exceptional training and living environment.

THE FORT DRUM INSTALLATION STRATEGIC PLAN

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INTRODUCTION



This edition of The Fort Drum Installation Strategic Plan symbolizes our continuing quest to be “The Army and the Soldier’s First Choice.” The plan is a strategic roadmap, a guide for Fort Drum members at every level to continuously improve operations and establish Fort Drum as the premier world-class sustainable installation. Initially developed in 1996, the plan is reviewed and updated annually by the Garrison Executive Council. This update to the plan has been prepared to set Fort Drum solidly as a leader of Army installations and a world-class Power Projection Platform.

The Fort Drum Executive Council (EC) reviewed and refined the plan and developed a coordinated and unified approach in identifying threats and weaknesses, and determining the steps necessary to improve. To ensure a coordinated approach, the EC designed the Installation Strategic Plan in concert with the Installation Management Command (IMCOM) Vision, Mission, and Goals.

This Strategic Plan sets forth our collective installation path for the future. Using sound and prudent business practices, we established long-term goals and measures for the entire installation. With the solid direction stated in the Installation Strategic Plan we can best provide outstanding service to customers, as well as be fully prepared to meet the challenges in the future.

The most recognized means to accomplish this end is through the Army Performance Improvement Criteria (APIC). APIC, which is modeled after the Malcolm Baldrige business model, provides specific guidance on how we need to lead, proceed, plan, and measure our business performance to ensure our customers are satisfied now and into the future.

Planning, executing, and evaluating are critical in achieving our mission and providing excellence in installation management in a climate of continual change. Each of the Sustainable Strategic Goals has subordinate objectives and action plans for which various directorates are ultimately responsible. It is the successful completion of these subordinate tasks that enable us to make our vision a reality. Armed with the vision, goals, and objectives outlined in this plan, we are committed to delivering quality services to Soldiers, civilians, and Family members. Included with our Strategic Plan is a diagram of our Leadership System. The Leadership System is a model that depicts Army and Fort Drum Army Community of Excellence (ACOE) and characteristics of leadership. Leaders at all levels use this model.

Through our emphasis on leadership, continuous improvement, public responsibility, empowerment, flexibility, and agility, we are poised to meet the challenges of today and tomorrow.

INSTALLATION MANAGEMENT COMMAND

One of the most important goals of the Installation Management Command (IMCOM) is planning and executing the support for mobilization and deployments of forces. Under the guidance and assistance of Headquarters IMCOM and its six regional offices, Garrison Commanders are charged with the mission of ensuring that deployable Soldiers, contractors, civilian employees, and Families receive the support they require and deserve.

IMCOM MISSION

To provide the Army with the installation capabilities and services to support expeditionary operations in a time of persistent conflict, and to provide a quality of life for Soldiers & Families commensurate with their service.

IMCOM VISION

The Army's home. We provide a source of balance that ensures:

An environment in which all Soldiers and Families can thrive, no matter where they are located or which command they serve;

A structure that supports unit readiness in an era of persistent conflict, and

A foundation for building the future.

IMCOM GOALS

<i>Sustain</i>	<i>Strengthen Soldier and Family Readiness to make the Army Family Covenant a reality</i>
<i>Prepare</i>	<i>Maintain and improve facilities, services, infrastructure, environmental and energy sustainability</i>
<i>Reset</i>	<i>Provide Army standard, predictable support services that optimize available resources and support the Total Army</i>
<i>Transform</i>	<i>Adapt Army Installations, programs, and services to support an expeditionary Army, and the Future "Army Community"</i>



FORT DRUM GARRISON

GARRISON MISSION STATEMENT

Provide quality installation support to our Soldiers and their Families that is equitable to their quality of service and sacrifice to our Nation.

GARRISON VISION STATEMENT

*A Garrison Team that cares for its people, fosters a positive environment, and in turn, provides first class service to its customers – **The Soldiers and their Families.** A place where Civilians and Soldiers enjoy working side by side, are proud of their accomplishments, and strive for excellence every day.*



OUR MOTTO

“Fort Drum the Army and the Soldier’s First Choice”

VALUES

We honor and respect the Army Values. The Army Values are accepted and adopted as the Garrison's Values. Central to the development of the strategic plan are our **values**:

LOYALTY: BEAR TRUE FAITH AND ALLEGIANCE TO THE ARMY, ITS LEADERSHIP, AND FORT DRUM, AND ULTIMATELY TO THE SOLDIERS, FAMILY MEMBERS AND THE CIVILIAN WORKFORCE THAT WE SERVE

DUTY: FULFILL OUR OBLIGATIONS

RESPECT: TREAT OUR CUSTOMERS, FELLOW WORKERS AND SUPERVISORS WITH DIGNITY AND VALUE; JUST AS WE EXPECT TO BE TREATED

SELFLESS SERVICE: PUT THE WELFARE OF CUSTOMERS, PARTNERS AND SUBORDINATES BEFORE OUR OWN

HONOR: PERFORM TO THE FULL EXTENT OF OUR ABILITIES

INTEGRITY: DO WHAT'S RIGHT, LEGALLY AND MORALLY

PERSONAL COURAGE: FACE THE CHALLENGE OR ADVERSITY (PHYSICAL OR MORAL), AND ACCOMPLISH THE "HARD RIGHT" WITHOUT COMPROMISE

KEY AND SUPPORT PROCESSES

The Garrison's Key Processes link closely to our mission. These are the processes we are obligated to do well to be successful for our customers while fulfilling higher headquarters' missions. Support Processes guarantee accomplishing and sustaining our Key Processes.

<u>KEY PROCESSES</u>
<i>TRAIN THE FORCE</i>
<i>MOBILIZE THE FORCE</i>
<i>DEPLOY THE FORCE</i>
<i>IMPROVE WELL BEING</i>

<u>KEY SUPPORT PROCESSES</u>
<i>INFRASTRUCTURE</i>
<i>LOGISTICS</i>
<i>INFORMATION TECHNOLOGY</i>
<i>RESOURCE MANAGEMENT</i>
<i>SAFETY/SECURITY</i>
<i>ACQUISITION</i>
<i>HUMAN RESOURCE MANAGEMENT</i>
<i>COMMUNITY RELATIONS</i>
<i>ENVIRONMENT</i>

KEY RELATIONSHIPS

<u>PRIMARY STAKEHOLDERS</u>
<i>DEPARTMENT OF DEFENSE</i>
<i>MAJOR COMMANDS</i>
<i>INSTALLATION MANAGEMENT</i>
<i>COMMAND</i>
<i>COMMANDERS/TENANTS</i>
<i>SURROUNDING COMMUNITIES</i>
<i>ENVIRONMENTAL ORGANIZATIONS</i>

<u>PRIMARY CUSTOMERS</u>
<i>UNITS (ACTIVE, RESERVE,</i>
<i>NATIONAL GUARD</i>
<i>INDIVIDUAL SOLDIERS</i>
<i>MILITARY FAMILY MEMBERS</i>
<i>CIVILIAN WORKFORCE:</i>
<i>(APPROPRIATED FUND</i>
<i>NON-APPROPRIATED FUND</i>
<i>AND CONTRACT EMPLOYEES)</i>

STAKEHOLDERS:

Our stakeholders are all groups that are or might be affected by our actions and success. Stakeholders also include representatives from the other Services (Air Force, Navy, and Marine Corps) since they use Fort Drum training facilities in support of their missions.

<u>OTHER CUSTOMERS</u>
<i>RETIREEES</i>
<i>TENANT ACTIVITIES</i>
<i>HIGHER HEADQUARTERS</i>
<i>LOCAL COMMUNITY</i>
<i>COALITION PARTNERS</i>

CUSTOMERS: Our customers are the reason we exist. It is important that we understand their needs and requirements. We always work to partner with them to maintain cooperative relationships. Customers depend on our information, services, and products.

KEY SUPPLIER GROUPS

<u>SERVICES</u>	<u>PRODUCTS</u>
<i>FACILITIES SUPPORT</i>	<i>INFORMATION TECHNOLOGY</i>
<i>LOGISTICS SUPPORT</i>	<i>UTILITIES (WATER, ELECTRIC, SEWAGE)</i>
<i>EDUCATION</i>	<i>FACILITIES</i>
<i>TRANSPORTATION</i>	<i>SUPPLIES AND EQUIPMENT</i>
<i>COMMUNICATIONS</i>	<i>PETROLEUM</i>
<i>EMERGENCY SERVICES</i>	<i>FOOD</i>
<i>FORCE PROTECTION</i>	

SUPPLIERS: Suppliers are defined as those groups that provide a service or product in exchange for payment. Suppliers most frequently work on or under contracts via credit cards and may be replaced if the work or relationship is not satisfactory.

KEY PARTNER GROUPS

<u>ENVIRONMENTAL</u>
ENVIRONMENTAL PROTECTION AGENCY
NEW YORK STATE DEPARTMENT OF ENVIRONMENTAL CONSERVATION (NYSDEC)
<u>MEDICAL SERVICES</u>
TRI-CARE PROVIDERS
MEDDAC AND DENTAC
<u>GOVERNMENTAL</u>
DEFENSE COMMISSARY AGENCY
ARMY AIR FORCE EXCHANGE SERVICE
GENERAL SERVICES ADMINISTRATION
DEFENSE FINANCE AND ACCOUNTING SERVICE
CIVILIAN HUMAN RESOURCES AGENCY
CORPS OF ENGINEERS
ARMY CONTRACTING AGENCY, ARMY MATERIAL COMMAND,
NETWORK ENTERPRISE TECHNOLOGY COMMAND
CRIMINAL INVESTIGATION COMMAND
<u>OTHER</u>
STATE AND LOCAL GOVERNMENTS
FORT DRUM MOUNTAIN COMMUNITY HOMES
FORT DRUM REGIONAL LIAISON ORGANIZATION
CIVILIAN AIDE TO THE SECRETARY OF THE ARMY

SWOT ANALYSIS

An important element of our strategic planning process is our Strengths, Weaknesses, Opportunities, and Threats (SWOT) Analysis. After our Vision, Mission, and Planning assumptions are developed or are identified, SWOT analysis is conducted by key Garrison staff, subject matter experts, and appointed Action Officers. SWOT analysis is a situational or environmental scan of our organization. It is an in-depth study of our current internal strengths and weaknesses as well as external opportunities and threats. Generally, SWOT analysis is an annual review but is also conducted after major changes such as Changes of Command. Once our Mission, Vision, Planning assumptions are identified, the completed SWOT Analysis provides a clear starting point to build or revise our Strategic Plan.

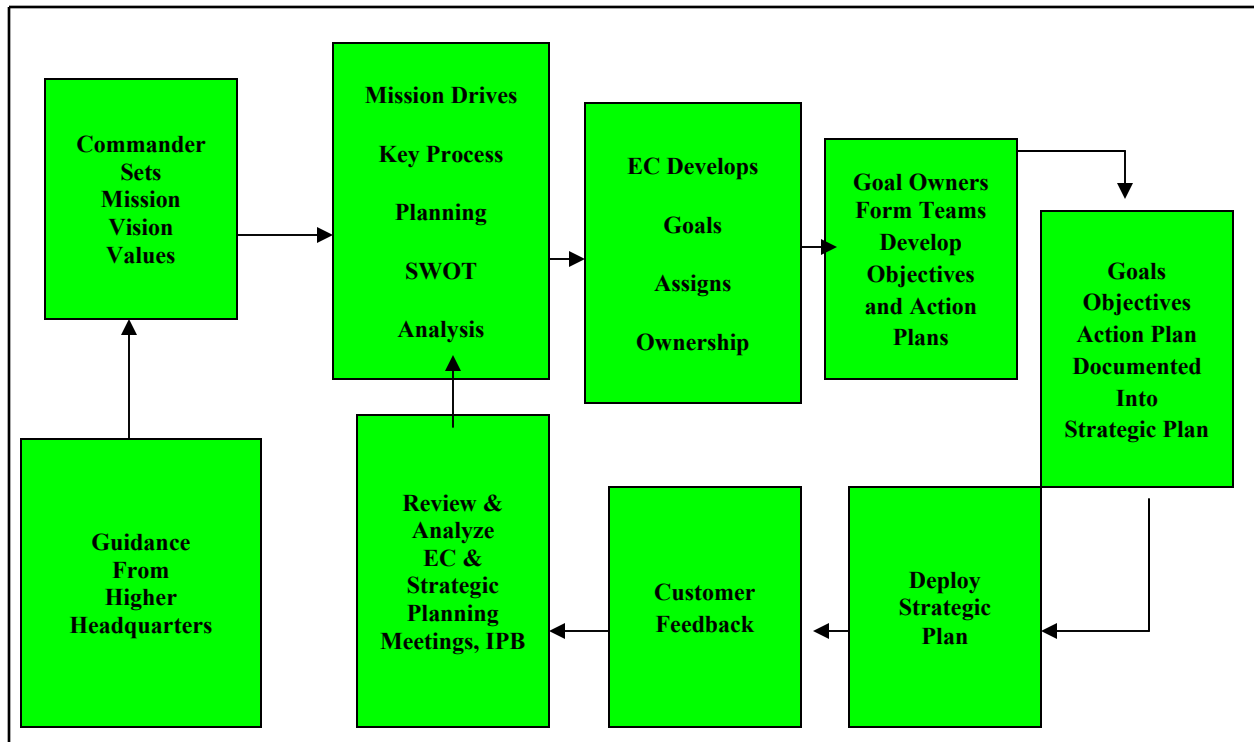
	STRENGTHS (internal)	WEAKNESSES (internal)	OPPORTUNITIES (external)	THREATS (external)
Stakeholder /Customer And Mission	<ul style="list-style-type: none"> -Capable of deploying forces by air, land, and sea -Fully integrated into the north country community -Unit Movements -Quality Customer Service -Army Covenants -Anti-terrorism/Force Protection -Quality of Life -Interaction with Tenant Units -Taking Care of Soldiers & Families 	<ul style="list-style-type: none"> -Aging infrastructure/ workforce -Log Support / Services Facilities to support a transformed force. - Manpower Shortages 	<ul style="list-style-type: none"> -Partner with local agencies to optimize use of community -Fort Drum Mountain amenities -Partnership with AMC/NETCOM - ACUB -Growth and Stationing -Smart Growth - School Board Elections 	<ul style="list-style-type: none"> -Security threats to force protection and cyber terrorism -Negative Perception of Fort Drum -Independent Authority of Local School Boards -Encroachment - Impact of Frequent Deployments to Combat
Internal Processes	<ul style="list-style-type: none"> -Strong master planning and subsequent ability to grow and expand -Deployment and Redeployment processes are finely tuned, well honed -Environmental Awareness -Safety/Security -Cultural Resource Program 	<ul style="list-style-type: none"> -Access Control Capacity -Immature CLS Methodology -Inter-Directorate Collaboration / Communication to the Ph.D. level 	<ul style="list-style-type: none"> -OSA / ACOE -Learn Six Sigma -Sustainability - Enterprise Performance Management 	<ul style="list-style-type: none"> -Dependency on limited number of highly skilled employees -Cyber terrorism -Lack of Integrated Data for Performance Management
Learning Adaptive and Growth	<ul style="list-style-type: none"> -Conserving and maintaining the environment -Quality and experienced workforce -Ability to Adapt to changing customer needs - Award Winning Programs 	<ul style="list-style-type: none"> -Strategic Communications -Food Service innovations to better support today's Soldier 	<ul style="list-style-type: none"> -Collaborative Community Partnerships -Capitalize on Army transformation initiatives -Lessons Learned from other Sustainable Installations -Civilian Education System - Mandatory Training - Online 	<ul style="list-style-type: none"> -Institutional Army is not transformed to support the operational Army transformation -Uncertainty of NSPS
Resources	<ul style="list-style-type: none"> -Strong congressional and state support -Dedicated Workforce -Many, varied, strong Community relationships - Leverage Other People's Money (OPM) 	<ul style="list-style-type: none"> -Increased security requirements place additional burdens on mission accomplishments - NSPS Resource Drain - Work force instability caused by hiring of Term and Temps 	<ul style="list-style-type: none"> -Optimize use of resources and technology to improve readiness and well-being -Newly elected federal and state officials -Federal Stimulus Package for installation and surrounding Communities - Partnerships 	<ul style="list-style-type: none"> -Increased energy consumption and cost -Monthly allocation/just in time funding; funding shortfalls -Decreasing budgets -Lack of TDA Requirements / Authorizations -Unfunded Mandates

PLANNING ASSUMPTIONS

Planning assumptions refer to those “facts of life” that we often cannot control or impact yet influence the way we conduct day-to-day business. We operate in a climate of continual change, and we must be prepared to meet a multitude of challenges. Planning assumptions are reviewed annually. The EC conducted its last review in April 2009. Our planning must take into account the following: Customer expectations will continue to exceed our resources, the customer base will remain constant or increase, increased security will continue, the costs of goods will be more expensive today than yesterday and cheaper than they will be tomorrow, limited funding will continue impacting already deteriorating infrastructure, and there will be changes in operations and/or funding due to; common levels of support, cost management and force protection guidance.

STRATEGIC PLANNING PROCESS

The strategic planning process is a cyclical systematic process involving the command group, primary staff, goal champions, and goal leaders. The diagram below illustrates the strategic planning process used to build and update this plan. The process starts with guidance received from headquarters which is translated by the commander into mission, vision statements, and emphasis of enduring values. The mission helps establish key process planning and triggers SWOT analysis by the EC. Goals are developed and ownership assigned by the EC. Goal champions form teams and create objectives and actions necessary to accomplish the goals. Goals and objectives are put before the EC for concurrence and then to the GC for approval. Once approved the goals and objectives are documented into the Strategic Plan and deployed for action. The actions / action plans are created at the team level and reported to the EC as required. Customer feedback provides input to review and analyze events which helps set the stage for measuring performance against the plan and adjusting the way ahead.



STRATEGIC MANAGEMENT PROCESS

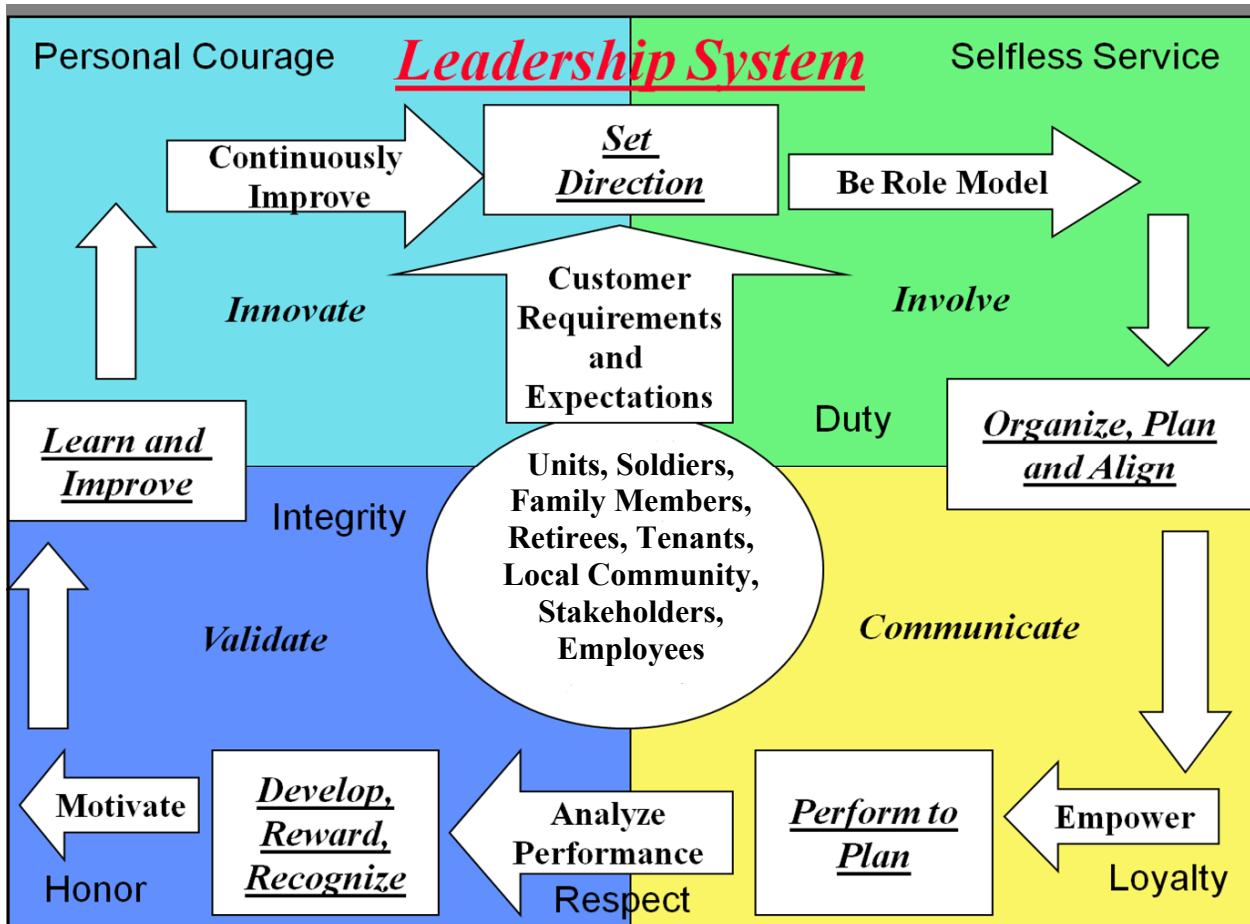
The management process consists of two strategic layers (goals & objectives) and a tactical (key actions/ action plan) layer. The GC and staff (EC) develop the strategic goals and review them annually or as required pending mission changes. It is understood that strategic goals are most generally intended to be long range (sustainable) in nature, providing a clear direction, and rarely needing change at that level. Goal champions and goal leaders, appointed for each goal by the GC, develop core teams and start the work of developing supporting objectives. Objectives are developed at the core team level and must be approved by the EC / GC before appointing team members to work objectives. The objectives are developed as required and reviewed, formally, no less than twice a year. EC meetings, Performance Management Reviews (PMR), In Progress Reviews are allowable venues to review objectives. Once objectives are approved goal leaders put together teams to work those objectives by establishing action teams. Action plans with measures are developed, tracked, and reported as required. Actions are at the tactical level. Those actions required to support an objective need only be approved by the goal leader and goal champion. It is common to have multiple action teams working toward the same objective. Strategic goals and objectives are documented in the Fort Drum Installation Strategic Plan. The Actions supporting those goals and objectives will be documented and updated in an annex to the plan. The Fort Drum Plans, Analysis & Integration Office (PAIO) has the oversight responsibility for Strategic Planning and the associated documents. PAIO will support teams with analysis, facilitation, collating changes, managing final documents, and coordinating reporting.

DISSEMINATION OF THE STRATEGIC PLAN

The Strategic Plan is communicated and distributed to the entire installation and other interested parties through; (1) publication of the same, (2) posting of the document on the Garrison's Website, and, (3) further distributed by the chain of command. The Fort Drum community is thereby informed regarding our mission, vision and values. This enhances their understanding of their respective role (s) in achieving organizational goals and objectives. Measurable results used to track the progress of goal attainment are posted throughout the command. The local community has participated in the events leading up to the creation of this strategic plan. It is Fort Drum's intent to keep the community informed and engaged in our strategic initiatives. Every means possible will be taken to accomplish that end.

GARRISON LEADERSHIP SYSTEM


The Fort Drum EC has graphically presented what they do every day – LEAD! By depicting our Leadership System in this manner, we encapsulate the complexities of leadership yet accurately portray our system of leadership in one picture. This graph shows the steps leaders at all levels take to provide for our customers, take care of our employees, and continuously improve our processes. It is based on the plan, do, check, act phases of leadership and is based on four common characteristics of successful leaders: the ability to INVOLVE people in the process of accomplishing goals, the ability to COMMUNICATE those goals, the ability to VALIDATE our work, whether successful or not, through meaningful measurements, and the ability to INNOVATE or look for new and unique ways to get the job done.




The elements of the Leadership System are:




Involve. The act of involving others requires active participation with employees, Family, and community. Our leaders actively participate with those around them, demonstrating the Army Values in their work and their lives. Our leaders also involve our employees and community by empowering them to make important decisions.



Communicate. Fort Drum leadership promotes employee well being by sharing information with employees and stakeholders. Listening and learning are an integral part of day-to-day operations. Leadership monitors employee satisfaction through our informal and formal survey methods. Both internal and external customers feedback through the Interactive Customer Evaluation (ICE) which provides critical informational comments to assess both workforce and customer well being. Our listening and learning approaches foster two-way communication at all levels. We use community wide forums such as the Fort Drum Information Town Hall Meeting (FDITHM) and Community Leader Information Forum (CLIF) to communicate on post activities to family members, community members and local broadcast the meetings to ensure maximum exposure and availability to the information. Fort Drum supports fair and equitable treatment for all employees and operates in an open and trusting work environment.



Validate. Our leaders are using performance measurement and improvement tools such as Performance Management Reviews (PMR), Army Performance Improvement Criteria (APIC), Organizational Self Assessment (OSA), and the Installation Status Report (ISR) to capture and assess our performance data. With these tools, our leaders stress accuracy and the ability to prove performance. Everyone has a vested interest in assuring accurate reports, peak productivity and efficiency. After all, our integrity and dedication to service is on the line! It is this high level of personal integrity demonstrated by our leaders and employees that has inspired our workforce to always “go the extra mile” whether it be deploying the troops in record time or preparing an annual budget. This dedication to duty coupled with integrity is ingrained in our work culture. Personal integrity of the workforce, when coupled with loyalty builds mutual respect.



Innovate. Our leaders are continuously looking for ways to improve the organization. They are never happy with the status quo. They are open to any and all ideas. Tools such as Lean Six Sigma, Customer Management Service, ICE, and the Army Suggestion Program empower our community to present better ideas to our leadership. Our leaders, therefore, are adept at taking an idea and implementing it. It is one thing to think up an idea, but implementation takes leadership and buy in from all parties involved. It takes personal courage and “people skills” to move an organization forward. Our leader’s take their responsibility to serve as the change catalyst to improve the organization.

Units, Soldiers, Family Members, Retirees. . .

Our customers and stakeholders are at the center of all that we do. Our customers include units (active and reserve component), individual Soldiers, Family members, retirees, employees and tenant activities. Stakeholders also depend on our service and support. Leaders strive to build strong and positive bonds with all customers and stakeholders and are continually looking to meet or exceed customer expectations by fully understanding customer needs and requirements.

Customer Requirements and Expectations

Our leaders take great pride in being personally involved with our customers and stakeholders. They encourage two-way communications through a variety of mechanisms. They document and follow up on evolving customer needs - constantly looking for innovative approaches to improve customer service. Stressing the ongoing process of continuous improvement, we look at both short and long term goals. Automated systems such as ICE, OSA and CMS allow our leaders to identify new opportunities in customer requirements and expectations acting on customer influence.

Set Direction

Upon the assumption of command, our Garrison Commander sets our direction using his vision and philosophy considering the IMCOM and current Strategic plan/Garrison vision. If the current vision needs updating it is accomplished as soon as possible through our established Executive Council (EC) meeting process and shared with all as we recognize that the foundation of any organization is a shared vision. Our leaders know and communicate our vision to all employees and stakeholders. Simply put, our vision is to help Fort Drum become the Army and the Soldiers' first choice. This vision is shared between all levels at Fort Drum and is included as action items in employee performance standards, indicating and ensuring personal buy-in and success.

Organize, Plan and Align

Leaders provide the energy and the impetus to assist the workforce in achieving the vision. Leaders develop plans, both long-term and short-term to serve as a road map for success and continuous improvement. Plans allow leaders to align resources toward mission accomplishment in ever changing environmental. Leaders encourage innovation through empowering employees and directing organizational energy into efficient and effective goal and mission accomplishment.

Perform to Plan

Leaders communicate plans throughout the organization and transform plans into action. Actions are the physical outcome of well developed and prepared plans and enable the group to move toward mission accomplishment and the leader to manage operations in an environment rife with change. Our Strategic Plan is ingrained in the organization by including performance measures, in the performance standards of our employees. Leaders at all levels take ownership of their piece of the Strategic Plan and enable their employees to meet the goals of the plan through empowerment and teamwork at all levels.

Develop, Reward, Recognize

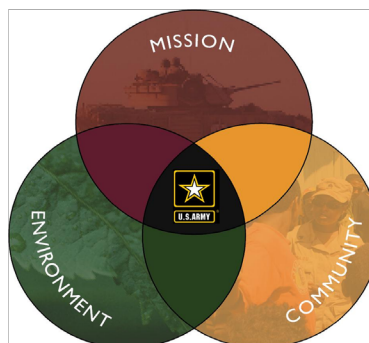
We recognize and reward success at all levels in the organization. Leaders celebrate victories, both large and small, and recognize those that move the organization closer to the overall goal through their achievements. Leaders mentor their employees to help them achieve personal improvement in their work and to develop new leaders for the future.

Learn and Improve

We know that when individuals improve, the organization improves. Leaders view challenges as opportunities and learn from various sources. Leaders provide training Opportunities to employees and challenge to use new skills. Leaders know that they can learn from those around them and share knowledge with all to improve the organization.

SUSTAINABILITY

The Fort Drum Installation Strategic Plan is one that evolved with a focus on the Army's "Triple Bottom Line", (Mission, Community, Environment). The principles of sustainability emphasize a long-term, strategic perspective and underscore the fact that Army installations are not independent islands, but a part of a larger regional environmental, economic, and social system. The concept of sustainability is the interdependence between the Army mission, community, and environment. The Army defines a sustainable Army as one that simultaneously meets current and future mission requirements worldwide, safeguards, human health, improves quality of life, and enhances the natural environment. This plan attempts to meet that intent and reach beyond the fence line of the installation to look at regional issues and trends that could impact our installation's ability to accomplish future missions. The principles of sustainability are the guiding compass for existing management programs and the vision to move beyond a reactive posture. Sustainability is the "end" toward which we are headed, but the "ways" and "means" must come from individual and collaborative efforts associated with this plan and supportive plans both on the installation and off.



GOAL 1: A high performing, well-led, affordable workforce of the proper size that is technically competent, agile, motivated, knowledgeable, and postured to meet the challenges of today's and tomorrow's missions.

<i>Objective 1.1</i>	<i>A diverse and high performing Appropriated and Nonappropriated Fund workforce.</i>
Description:	A diverse, results-oriented, and high performing, workforce will be achieved by recruiting employees who are technically competent, agile, motivated, knowledgeable, and postured to meet the challenges of today's and tomorrow's missions. Recruit leaders who effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance.
Owner:	CPAC
Supporting:	Senior Management, Department of Labor, BOCES, Workforce Investment Board, North Star, State University of New York, Jefferson Development Corp, Jefferson Leadership Institute, LEADER Program, Equal Employment Opportunity (EEO), and other job opportunity agencies
Measure:	Organizational Self Assessment, Affirmative Employment Plan
Targets	Improvement to baseline data each year
<i>Objective 1.2</i>	<i>A progressive and efficient training program.</i>
Description:	Managers and supervisors exercise sound fiscal and personnel management and afford employees the opportunity to make a direct contribution to mission accomplishment. Leaders effectively lead people, manage resources, ensure continuity of leadership, and sustain a learning environment that drives continuous improvement in performance to include the full spectrum of Appropriated Fund and Nonappropriated Fund workforce development.
Owner:	DHR
Supporting:	Installation Training Committee, Supervisors, SUNY, BOCES, JLI, LEADER Program, EEO, Partnership Council, and other job opportunity agencies
Measure:	Organizational Self Assessment, Percentage of training obtained v. individual development plans (IDP), progress toward automated IDP
Targets	Milestones achieved and then continuous improvement to baseline data
<i>Objective 1.3</i>	<i>Policies and services that take care of the workforce.</i>
Description:	Policies support a safe and healthy work environment that embraces respect and dignity and fosters high moral standards, ethics, and equal opportunity.
Owner:	CPAC
Supporting:	None mentioned, TBD
Measure:	Organizational Self Assessment, Retention rate, time and attendance reports, FECA Data, Reasonable Accommodations Report, Safety Action Plan
Targets	Continuous improvement to baseline data

Objective 1.4	<i>People choose to work at Fort Drum and to dedicate themselves to our success.</i>
Description:	Market Fort Drum as the employer of choice. Attract, optimize, and retain top talent. Partner with the Fort Drum Regional Liaison Office with possibility of recurring periodically.
Owner:	PAO
Supporting:	Fort Drum Regional Liaison Office
Measure:	Organizational Self Assessment, refusal rates/reasons, acceptance rates/reasons, cause of geographic bachelors, exit interview trends, results of Family and workforce surveys
Targets	Starting now; working to complete by 2020
<i>GOAL 2: Realistic training capabilities that optimize installation and regional resources (land, airspace, water and facilities) for current and future missions</i>	
Objective 2.1	<i>Integrated Training Environment</i>
Description:	Establish a Live, Virtual, Constructive and Gaming Integrated Architecture (LVC-G-IA) that provides the means for communicating, exchanging data, and networking for all LVC-G domains. LVC-G-IA and infrastructure is capable of supporting a fully Integrated Training Environment that approximates the operating environment and provides value-added training and mission rehearsal opportunities to Commanders and units.
Owner:	DPTMS (Bobbie Gosier - Lead)
Supporting:	DOIM (Fred Burleson/Elston Steele), Range Branch - DPTMS (Jim M. Moore), Training Support Branch – DPTMS (Ron Cooper), PW Environmental (Scott Siegfried), WSAAF – DPTMS (Joe White), ITAM – DPTMS (Tom Lent), NYANG – 174th FW (LTC Tomaselli), Force Modernization – DPTMS (Don Breen), PAIO - Community Relations (Betty Jones), CSO (John Drozd), 10th MTN DIV – G3/5/7 (TBD), DPW (TBD), Town and County Planning Board Representatives (TBD)
Measure:	Percentage of training site locations that have dedicated fiber. Target – 100% by 2012. Number of available LVC-G Operating Systems/Number of LVC-G Systems connected to the Integrated Architecture. Review and Update Semi-Annually. Target - Integrate new systems within 90 days of fielding.
Targets	Starting now; working to complete by 2020



Objective 2.2	Public understanding and support of military training at Fort Drum
Description:	Develop an outreach program that improves public support of live fire and maneuver training, increases public awareness of current and future range management actions, and communicates the Installation's and Army's training philosophy in ways the public can understand.
Owner:	Range Branch - DPTMS (Jim Moore), Force Modernization – DPTMS (LTC Penree), PAIO - Community Relations (Betty Jones), Town and County Planning Board Representatives (TBD)
Supporting:	PW Environmental (Scott Siegfried), PAO (TBD), WSAAF – DPTMS (Joe White), ITAM – DPTMS (Tom Lent), NYANG – 174th FW (LTC Tomaselli)
Measure:	Outreach Program achieves Command emphasis, a proactive communication and education plan, and partnership with the public on a daily basis. Number of public outreach tasks executed / total number of tasks planned and requested. Review and update quarterly. Target – conduct one outreach per quarter. Historical number of (positive/negative) responses or inquiries per quarter/ total number of (positive/negative) responses or inquiries for current quarter. Target – conduct analysis quarterly.
Targets	Ongoing outreach efforts; complete revised outreach plan by 4th Quarter, FY 09
Objective 2.3	Training lands capable of supporting current and future training missions.
Description:	Execute the Integrated training area management (ITAM) components of assessing land quality, monitoring land conditions, and recommending land rehabilitation options, in addition to the integration of training and testing requirements with training land carrying capacity, while rehabilitating and maintaining training land as required.
Owner:	ITAM – DPTMS (Tom Lent)
Supporting:	Range Branch - DPTMS (Jim P. Moore), PW Environmental (Scott Siegfried), WSAAF – DPTMS (Joe White), NYANG – 174 th FW (LTC Tomaselli), Force Modernization – DPTMS (Don Breen), PAIO - Community Relations (Betty Jones), CSO (John Drozd), 10 th MTN DIV – G3/5/7 (TBD), DPW (TBD), Town and County Planning Board Representatives (TBD)
Measure:	a. The annual ITAM work plan is the basis for identifying installation ITAM resource requirements and for allocating funding to support installation core capabilities. The identification of ITAM resource requirements is unconstrained by potential funding shortfalls. Target – Green (ISR Annual Report) b. The ITAM 5-year plan describes an installation's military mission, ITAM Program, and the ITAM related actions and objectives proposed for each fiscal year during a 5-year period. c. All existing training lands and newly acquired lands can support a new or changing training mission.
Targets	Ongoing ITAM efforts, \$11M Land acquisition (land North & Northeast of installation)



Objective 2.4	<i>Relevant and flexible training complexes and facilities (airfield assets, ranges, simulator and simulation complexes, warehouses and storage facilities) that support current and future missions.</i>
Description:	Meet the current and future training challenge by developing ranges, facilities and complexes that are capable of supporting training for multiple purposes, weapons, combined arms, and joint operations. The qualification training range (QTR) or multi-purpose small arms complex (MPSAC) provides a similar capability to combine many other types of ranges.
Owner:	Range Branch - DPTMS (Jim P. Moore), WSAAF – DPTMS (Joe White)
Supporting:	ITAM – DPTMS (Tom Lent), PW Environmental (Scott Siegfried), CSO (John Drozd), NYANG – 174th FW (LTC Tomaselli), 10th MTN DIV – G3/5/7 (TBD), DPW (TBD), Town and County Planning Board Representatives (TBD)
Measure:	Ranges and facilities are easily adaptable and capable of supporting current and future training missions without extensive restructuring and additional expenses. Number of projects completed / total number of validated projects requested and planned. Review and update Semi-Annually. Target – 100% of programmed projects completed to new standard. Number of existing facilities upgraded to new standard/number of existing facilities. Target – 100% of existing facilities converted to new standard.
Targets	Ongoing efforts, realize full development by FY 2034
Objective 2.5	<i>Expanded joint training exercises and training events with an emphasis on realistic training ranges and training platforms.</i>
Description:	Coordinate with DoD service agencies and joint force organizations to fully integrate all aspects of joint operations and training by developing realistic joint operations training ranges and training platforms (i.e. third world villages, religious compounds with courtyards, industrial complexes, Aerial Gunnery and bombing ranges, 360 degree attack live fire maneuver villages, etc.)
Owner:	Range Branch - DPTMS (Jim P. Moore), NYANG – 174th FW (LTC Tomaselli), WSAAF – DPTMS (Joe White)
Supporting:	PW Cultural Resources (Dr. Rush), ITAM – DPTMS (Tom Lent), PW Environmental (Scott Siegfried), CSO (John Drozd), 10th MTN DIV – G3/5/7 (Mike Eichner), DPW (TBD), Town and County Planning Board Representatives (TBD)
Measure:	Conduct joint exercises and multi-service/agency training events on an annual basis. Number of Joint Exercise Events Conducted / total number of Joint Exercise Events requested and planned. Review and Update Quarterly. Target – conduct a minimum of one joint exercise annually.
Targets	Ongoing efforts, realize full development by FY 2034



GOAL 3: Infrastructure self-sufficiency, including on-post renewable sources of energy

<i>Objective 3.1</i>	<i>Energy security, redundancy, reliability, and conservation</i>
Description:	All energy delivery infrastructure shall be designed, constructed, and maintained to ensure a constant supply and reliable delivery of service while ensuring resources are not wasted. This will facilitate disaster recovery by decreasing or eliminating outages.
Owner:	Public Works
Supporting:	National Grid, Black River Limited Partnership, DANC, Army Corps of Engineers, DOC, A&E contractors
Measure:	(1) Limited energy interruptions due to infrastructure issues. (2) Reduction in energy consumption per square foot of building space.
Targets	(1) 10% reduction per year in interruption events. (2) Reduce energy consumption by 3% per year thru 2015 (EO 13423)
<i>Objective 3.2</i>	<i>Disaster Recovery</i>
Description:	Facilitate rapid restoration of utility service interruptions
Owner:	O&M, DOIM
Supporting:	None Mentioned
Measure:	Fast restoration of utility services through pre-planned auxiliary services
Targets	Service restoration of critical facilities within 8 hrs.
<i>Objective 3.3</i>	<i>Existing and Emerging Technologies</i>
Description:	Leverage new and existing technologies to bring more sustainable energy sources to region
Owner:	O&M, Engineering, DOC
Supporting:	None Mentioned
Measure:	Number of renewable energy sources evaluated. Use of renewable energy sources.
Targets	At least one new pilot project per year to evaluate until all existing technologies tested. 5% of energy use through renewable resources by 2015.
<i>Objective 3.4</i>	<i>Partnerships</i>
Description:	Forge partnerships to bring sustainable utility services to Fort Drum and facilitate rapid restoration of utility service interruptions. Through development of new sustainable utility and energy initiatives, create new economic opportunities that provide needed goods and services to Fort Drum and the North Country.
Owner:	PW, DOIM, DOC, PAIO, Corps of Engineers
Supporting:	None Mentioned
Measure:	Partnership agreements for all utility services.
Targets	Enter into discussions with at least one new partner per year. At least one formal agreement for each service in place by 2015.

Objective 3.5	Regional Leader in Sustainable Energy Infrastructure
Description:	Continuously market Fort Drum's energy sustainability initiatives through news articles in all available media as well as submit award nominations to State, and DoD programs.
Owner:	O&M, PAO, Corps of Engineers
Supporting:	None Mentioned, TBD
Measure:	Fort Drum recognized for sustainable energy initiatives
Targets	At least one story per quarter. At least one top three award per year

GOAL 4: Optimal infrastructure growth through community partnerships, use of emerging construction and reclamation technologies, and sustainable natural resources utilization

Objective 4.1	Develop/optimize reset and deployment infrastructure
Description:	All projects relating to unit reset and deployment missions will be designed and constructed for mission flexibility, functionality, efficiency and sustainability. Reset and deployment infrastructure in this objective include the following: railhead facilities, airfield facilities, maintenance facilities, warehouses, SRC facilities and over-the-road infrastructure.
Owner:	Public Works
Supporting:	DOL, AMC, DPTMS, DHR, Safety, DES
Measure:	Number of facilities not meeting standards for safety, deployment timeliness, and reset throughput.
Targets	Targets for improving or maintaining timeliness, throughput and safety will be determined after we establish a baseline of current conditions.
Objective 4.2	Smart Growth/sustainable development
Description:	Implement smart growth principles and sustainable development measures which promote anti-sprawl development and advocate compact, transportation efficient, walk able, bicycle-friendly land use, and mixed-use development.
Owner:	Public Works
Supporting:	MWR, RCI, DOL, USACE
Measure:	Number of Facilities Constructed or projects completed to Leadership in Energy and Environmental Design (LEED) Standards
Targets	Construct all facilities to a minimum LEED Silver standard (MILCON and OMA projects). Beginning in 2012, 5% of new facilities will be LEED Gold certifiable. Beginning in 2016, 5% of new facilities will be LEED Platinum certifiable. One building will be gold or higher certified by 2015.



Objective 4.4	<i>Optimize transportation systems</i>
Description:	Develop and execute projects to improve vehicular traffic flows into and within the installation.
Owner:	Public Works
Supporting:	DOL, DES, NYSDOT
Measure:	Number of improvement projects completed to improve traffic flow and safety.
Targets	% of improvement projects completed from traffic study.
Objective 4.5	<i>Minimize All Forms of Encroachment</i>
Description:	Manage competition for any resource (i.e. radio frequencies, labor, natural resources, and land) that could have a negative impact on mission. Implement measures to preserve our land use plan and to avoid restrictions that could result from on-post and off-post actions. .
Owner:	Public Works
Supporting:	PAIO, Environmental, DPTM Range
Measure:	Amount of perimeter protected in miles or buffer acres (Lead-in measure). Acreage lost for training or installation development.
Targets	Zero acreage loss. Targets for reducing encroachment will be determined after we establish a baseline of current conditions.
Objective 4.6	<i>Net zero environmental boot print</i>
Description:	Implement measures to achieve net zero adverse environmental impacts. Materials leaving installation (wastes, energy, water, air) are no worse than those entering the installation.
Owner:	Public Works
Supporting:	Environmental Division, NYSDEC
Measure:	SWAR (Solid Waste Annual Report), Existing Water quality data, Sewage out-flows, Utility usage, Ambient Air quality.
Targets	Targets for reducing our environmental boot print will be determined after we establish a baseline of current conditions.



GOAL 5: *An installation organized and structured with adequate manning, equipment and facilities to sustain the transformed tactical force with the capability to anticipate future force requirements and the ability to rapidly adapt to emerging technologies and changes to force structure and doctrine.*

Objective 5.1	<i>A transformed Logistics community with the capability to meet the needs of the war fighter.</i>
Description:	Logistics Transformation: A transformed logistics community postured to provide comprehensive, anticipatory sustainment support to the transformed Army and the future force. <u>Milestones:</u> Align functions to support the Army Enterprise Model Organization Realignment: DOL, DOM, LSE, MSE, Organization Structure Documented Equipment / Facilities Resourced
Owner:	DOL
Supporting:	MSE-G4, MSE G-3/5/7, AFSBn, AFSB, DPW, DPTMS, DOC
Measure:	Met milestones
Targets:	<ul style="list-style-type: none"> Align functions to support the Army Enterprise Model by 2010 Organization Realignment: DOL, DOM, LSE, MSE by 2011 Organization Structure Documented by 2012 Equipment / Facilities Resourced by 2020 Full Transformation of the current Logistics community by 2025
Objective 5.2	<i>A Non-Tactical Vehicle fleet that provides optimum customer support at minimum cost while taking full advantage of emerging technologies to minimize negative impact on the environment.</i>
Description:	Initiative #1: Optimize size of NTV Fleet. Optimize size and composition of NTV Fleet. Determine disposition of all NTV and report utilization to all customers. Turn-in or reallocate excess assets. Initiative #2: Minimize cost of NTV Fleet. Reduce cost of NTV Fleet through increased management of costly vehicle options. Ensure minimum required vehicle size is procured for mission. Convert eligible Army-owned NTV to GSA-leased to save government funds and procurement costs. Initiative #3: Green the NTV Fleet. Explore opportunities to take maximum advantage of new technologies that will conserve energy resources and minimize harmful emissions. Replace existing NTV fleet with newer technology that relies less on carbon-emitting fossil fuels, decreases emissions or increases miles per gallon. Increase use of mass transit on post.
Owner:	Installation Transportation Officer, Eric P. King
Supporting:	DOL, DRM. General Services Administration. All customers on Fort Drum.



Measures:	<p>Initiative #1: Optimize size of NTV Fleet.</p> <ul style="list-style-type: none"> • % of Garrison on-hand NTV that match TDA authorization. • % of Garrison Army-owned NTV identified on hand receipt. • % of Army-owned NTV incorporated into utilization reports. • % of non-Garrison GSA-leased NTV incorporated into utilization reports. • % of Garrison NTV Fleet meeting utilization requirements IAW AR 58-1 • % of duty days U-Drive vehicles are utilized per month. <p>Initiative #2: Minimize cost of NTV Fleet.</p> <ul style="list-style-type: none"> • % of NTV with added cost options. • % of vehicles that comply with LIN authorized on TDA. • % of NTV leased through GSA of all eligible NTV on-hand. <p>Initiative #3: Green the NTV Fleet.</p> <ul style="list-style-type: none"> • % of Alternative Fueled Vehicles in fleet of all NTV on-hand. • % of E85 compatible vehicles in fleet of all NTV on-hand. • % of seat utilization on shuttle buses.
Targets:	<p>Initiative #1: Optimize size of NTV Fleet:</p> <ul style="list-style-type: none"> • 10% annual increase in NTV OH/Authorized match rate 2010 (60%) – 2014 (100%) • 90% of Garrison Army-owned NTV identified on customer hand receipt by 2010. • 100% of Garrison Army-owned NTV identified on customer hand receipt by 2011. • 100% of Garrison Army-owned NTV incorporated into utilization reports by 4th Qtr, 09. • 100% of non-Garrison GSA-leased NTV incorporated into utilization reports by 4th Qtr, 10. • 5% annual increase in Garrison NTV Utilization 2010 (35%) – 2021 (90%) • 25% daily utilization rate of all U-Drive vehicles by 2010. • 50% daily utilization rate of all U-Drive vehicles by 2011. • 75% daily utilization rate of all U-Drive vehicles by 2012. <p>Initiative #2: Minimize cost of NTV Fleet:</p> <ul style="list-style-type: none"> • 10% annual decrease in NTV non-standard options 2010 (75%) – 2014 (35%) • 20% annual increase in NTV /TDA LIN match rate 2010 (20%) – 2014 (100%) • 20% annual increase of eligible Army-owned NTV replaced by GSA-leased 2010 (20%) – 2013 (80%) • 95% of eligible Army-owned NTV replaced by GSA-leased by 2014. <p>Initiative #3: Green the NTV Fleet:</p> <ul style="list-style-type: none"> • 3% annual increase in AFV compliance for the fleet 2010 (3%) – 2034 (75%) • 3% annual increase in E85 compatibility for the fleet 2010 (3%) – 2034 (75%) • 5% annual increase in shuttle bus utilization rate 2010 (5%) – 2017 (40%)

Objective 5.3	<i>An efficient supply chain that controls, prevents, and minimizes the introduction of products or supplies that are in excess of operational requirements, meeting mandated environmental metrics.</i>
Description:	A responsive supply system that eliminates waste, reduces excess material and ensures environmentally safe products are used to the maximum extent possible thus protecting the safety and health and welfare of the workforce and community.
Owner:	DOL .
Supporting:	DPW, DOC, MSE G4, AFSBn-DRUM, CSO.
Measures:	<ul style="list-style-type: none"> • Compliance with DA Supply Performance Metrics for retail supply ops • Tons of hazardous waste disposed • Affirmative procurement measure TBD • % solid waste diverted
Targets:	<ul style="list-style-type: none"> • Full Compliance with DA Supply Performance Metrics for retail supply operations by 2010 • 5% reduction hazardous waste disposal annually until X% is reached by 20X (need to establish baseline) • Affirmative procurement target TBD • 40% solid waste generated annually diverted by 2020 (30% in 2008)
Objective 5.4	<i>Premiere food service program in the Army providing food service support in a manner expected by future generations of Soldiers.</i>
Description:	<p>Responsive and innovative Food Service support providing improved delivery of food service, optimizing utilization at a significantly reduced cost and ultimately achieving the goal of making the appropriated Dining Facility the Soldiers' preferred dining choice.</p> <p>Initiatives:</p> <ol style="list-style-type: none"> 1. Reduce footprint for current and future DFACs 2. Increased participation rates 3. FFS Contracted Dfac operational 365 days per year 4. Bring the existing dining facilities into a state of environmentally friendly "Green Operations" 5. Capture true total cost/meal served (future)
Owner:	Installation Food Service, DOL. (Tom Price, Stephanie Miura)
Supporting:	MSE G-4, DOC, DPW, MEDDAC
Measures:	<ul style="list-style-type: none"> • Number of operating dining facilities • Quarterly participation rate • Labor plate cost • FFS contract awarded • Met green dining facilities milestones <p>Future:</p> <p>Participation rate</p> <p>True cost/meal served (labor, food, energy, expendables)</p>



Targets:	<ul style="list-style-type: none"> • Optimum number (5) of operating dining facilities (2015) • Quarterly participation rate $\geq 65\%$ (2015) • Quarterly target labor plate cost $\leq \\$3.05$ (adjusted for inflation) (2010) • FFS contract awarded (2011) • Meet green dining facilities milestones (2015)
GOAL 6: Fort Drum and region's quality of life makes it the installation of choice.	
Objective 6.1	Transparent flow of information
Description:	Strengthen partnerships with local communities, surrounding counties, and New York state entities by expanding communications internally and externally enhancing relationships/partnerships with stakeholders. A website, bulletin, and Garrison Community Forums: Community post information about planning, development, and task forces; Fort Drum post updated information about noise contours, clear zones, APZs, ASPs, and training activities dependent on security.
Owner:	PAI
Supporting:	FDRLO, County Planning (Jefferson, Lewis, St. Lawrence), PAO, DOIM
Measure:	Fully integrated network of updated information – verified quarterly. Initially progress of implementing actions items/targets during the initial year of implementation transitioning into quantitative measure such as: on the spot surveys, ICE, Level of participation, encroachment
Targets	FY2010: Implement action items 1.1, 1.2, 1.3, and 1.4 FY2011: Implement action item 1.5; conduct on the spot surveys to for base-line measures to capture impact of action items: 1.1, 1.2, 1.3, and 1.4 FY2012: A decrease in the number of complaints about mission activities; an increased awareness of base activities. Exact percentage/number goals determined upon annual review after initial survey results .
Objective 6.2	Partnership Opportunities
Description:	Explore new or expanded formal and informal partnering opportunities. Seek opportunities that can Fort Drum and the community, achieve directorate buy in to champion the developed partnership by involving appropriate directorate SMEs & updating directorate chief.
Owner:	PAI
Supporting:	Community and other directorates
Measure:	The number of partnerships opportunities identified; number of successful partnerships created
Targets	Community/Fort Drum partnership by 2009. One additional partnership added per year. A partnership is identified as being undertaken by a directorate for implementation



Objective 6.3	<i>The Army Compatible Use Buffer (ACUB) Program</i>
Description:	Promote Fort Drum's sustainability with the ACUB program. Protect the installation border buffering areas with development pressure, develop an Indiana Bat Corridor to relieve Fort Drum from becoming the only habitat available, and strategically choose parcels that have a second order effect that expands the mission capability of Fort Drum.
Owner:	PAI
Supporting:	None Mentioned
Measure:	Refer to the ACUB package
Targets	Refer to the ACUB package
Objective 6.4	<i>Strong, Supportive Services that empower strong and resilient Soldiers, Families, and Civilians</i>
Description:	This is about providing needed and desired services and includes fostering the tenants of the Army Community Covenant. Manage expectations for all support service organizations such as: FMWR, AAFES, Commissary, MEDDAC, DENTAC, and Chaplain
Owner:	FMWR
Supporting:	Community Outreach Educators, CRS, all directorates, AAFES, Commissary, MEDDAC, DENTAC, Chaplain, and community
Measure:	Satisfaction Surveys, gauge ICE comments, CG hotline, and FDTHM
Targets	90% Satisfied and decreasing negative comments/concerns
Objective 6.5	<i>Fort Drum the Army family destination of choice</i>
Description:	The North Country is warm and inviting to families who find security and education important. Highlight and tout Fort Drum's strengths and advantages over other installations. Ensure that an accurate, positive message about Fort Drum and the area is communicated to the families of soldiers, employees, mission tenants, Army and DOD leadership
Owner:	PAI
Supporting:	FMWR Marketing, Community Outreach Educators and the community
Measure:	Surveys to find reasons why soldiers come to Fort Drum as geographical bachelors
Targets	Set baseline with initial surveys. Decreasing number of geographical bachelors and increased satisfaction with the area.



Objective 6.6	<i>Fort Drum the Soldier's destination of choice</i>
Description:	The North Country is warm and inviting to soldiers. Soldiers assigned to Fort Drum have the opportunity to do things they can't do at any other Army installation. Highlight and tout Fort Drum's strengths and advantages over other installations.
Owner:	PAIO in partnership with FMWR marketing
Supporting:	Community Outreach Educators and the community
Measure:	interviews/surveys; periodically ask if a soldier would recommend Fort Drum as an assignment why/why not
Targets	Set baseline with initial surveys; periodic increases in satisfaction and less negative feedback
Objective 6.7	<i>Quality of life improvements</i>
Description:	Develop and execute projects that improve recreation opportunities and connectivity between the on and off post communities.
Owner:	Family Morale Welfare Recreation
Supporting:	Public Works
Measure:	Number of new recreation opportunities created.
Targets	One new recreation opportunity created per year beginning in 2011.
Objective 6.8	<i>A safe and secure environment to work, live, and play</i>
Description:	DES, DPTMS, Force Protection, Command Safety, MEDDAC, DOIM, DENTAC, Environmental maintain up to date subject matter expertise
Owner:	DES
Supporting:	DPTMS, Force Protection, Command Safety, MEDDAC, DOIM, DENTAC, Environmental
Measure:	Customer satisfaction, crime rate, accident rates, etc.
Targets	Proactive responses to perceived or imminent threats
GOAL 7: <i>Efficient, effective, and responsive business practices that optimize changing resources for current and future missions.</i>	
Objective 7.1	<i>Effective resource management that incorporates performance metric processing and reporting</i>
Description:	Budget and account for all funding and other resources efficiently and effectively using CLS in order to accomplish the support needed by our customers. <u>Milestones:</u> Near term – Manage and report resources (Budget & Manpower) using CLS. Long term – Update and posture for next generation standardized systems.
Owner:	DRM
Supporting:	PAIO

Measure:	<ul style="list-style-type: none"> • Obligation/execution rates • Incidence/frequency of “exception” budgeting actions (e.g. year-end drills, number of reprogramming actions and reprogrammed dollar amounts) • Financial measures pulled from existing data and timelines
Targets	Full implementation and integration of easily used CLS based reports by 2015
Objective 7.2	Effective Reporting Systems
Description:	Ensure accuracy, timeliness, and usefulness of reporting systems not addressed in Obj#1.
Owner:	PAIO
Supporting:	None Mentioned
Measure:	<ul style="list-style-type: none"> • Initial: progress on developing inventory and priorities • Follow-on: percentage of identified systems that have been analyzed • Number or % of systems that have been updated/modified/replaced/thrown out/etc
Targets	Prioritization: 2011 Assessment of local vs. HHQ: 2012 Some percent TBD % of prioritized systems analyzed per year: 2013 and ongoing Some % or number of analyzed systems changed per year: ongoing
Objective 7.3	Increased efficiency thru use of automated applications.
Description:	Implement, train, build confidence, and sustain management, financial and performance measure automated applications (including web-based) so that users realize full capabilities of the applications and the systems are fully utilized as intended (such as GFEBS, WAWF, ISR, EPMT, IOL, ATAAPS, WMT, Power Steering, etc, and follow-on applications). Includes getting the full benefits possible out of mandated applications as well as seeking new applications.
Owner:	PAIO / DRM
Supporting:	DHR and other Directors
Measure:	<ul style="list-style-type: none"> • Training scheduled/filled • Usage rates • Level of training (novice, apprentice, expert, and master levels) • Established training targets TBD by proponent
Targets	2010 and ongoing



Objective 7.4	<i>Effective use of Continuous Process Improvement (CPI) to improve business practices</i>
Description:	CPI processes (e.g. LSS methodology) used to achieve more efficient operations, IMCOM targeted savings goals, and support FT Drum's Strategic Plan and the triple bottom-line of Mission/Community/Environment.
Owner:	PAIO
Supporting:	DRM
Measure:	<ul style="list-style-type: none"> • Programs fielded on time • New missions supported • Actual savings generated vs. target • other financial ratios if applicable
Targets	starting now, ongoing

Objective 7.5	<i>Develop Garrison metrics database</i>
Description:	Develop one central storehouse for metrics for all service owners and those that need to use data for reports, analysis and/or decisions. Will provide knowledge sharing tool on who is already measuring what, avoid duplicative efforts/data calls, and provide more data-driven decisions. Service owners must include explanation of the metrics and what they mean.
Owner:	PAIO
Supporting:	All garrison activities
Measure:	<ul style="list-style-type: none"> • Milestone progress in building/implementing database • Number of queries • Number of metrics utilized • # metrics in database/# of potential metrics for database
Targets	Initial targets: milestones



SUMMARY

The Fort Drum Installation Strategic Plan, as a living document requires continuous assessment and revision to meet changing mission and customer requirements. Our Strategic Plan articulates the goals and objectives of the organization, forms the basis for action plans, and benefits all Fort Drum Soldiers, employees, and Family members. Our Strategic Plan is an integral part of the Fort Drum performance management system. This system includes the subordinate objectives and action plans of the Goal Champions from the Garrison Directorates and key staff.

The execution of the Strategic Plan, however, is much more important than its publication or revision, because its success depends on leadership commitment. The Fort Drum Leadership System demonstrates this commitment by incorporating Army Values in everything we do. Our leaders at all levels communicate what is expected, empower all to achieve personal and organizational success, document results, and report results using relevant measurements. Ultimately, leaders must be daring to change.

Finally, though readiness and power projection are our bottom line, ultimate success also depends on highly trained and motivated Soldiers and civilians. This requirement demands that we care for all our people and create an environment that provides them with the best possible quality of life and opportunity for personal growth. Implementation of this plan will enhance our effectiveness and efficiency, while improving operational readiness and quality of life. Nothing short of a total commitment to this effort by the entire Fort Drum team is required.

In adopting sustainability as a goal and value, Fort Drum hopes to affect positive change in the North Country and beyond. Both by example and through collaboration with interested stakeholders, we wish to inspire others to adopt the principles of sustainability and establish environmentally, socially, and economically sustainable communities that offer their citizens a high quality of well being. Such widespread action is needed if sustainability is to be truly achieved in our socially and ecologically interconnected world, therefore accomplishing the Triple Bottom Line.



“Fort Drum – the Army and the Soldier’s First Choice”

